
WORKFORCE PLANNING

APPLICATION: Full-time and part-time classified, and "at will" employees.

PURPOSE

This policy provides guidance to agencies in assessing short and long-term staffing requirements to ensure that adequate numbers of appropriately qualified employees are available to meet agency goals and objectives.

DEFINITIONS

Workforce Plan

A plan that provides a systematic assessment of agency staffing needs and actions necessary to address these needs. The plan includes the business goals, demographic information, analysis of trends and emerging issues, analysis of staffing gaps, identification of planned actions, and evaluation techniques.

Succession Planning

Actions taken to ensure the effective replacement of critical staff who may leave the agency. Agencies should identify critical skills that are needed and take actions to develop those skills among agency employees.

DHRM RESPONSIBILITY

Provide statewide forecasting; provide guidance to agencies on identifying needs; provide assistance in analyzing data; develop query tools; run reports for agencies; develop report templates; assist agencies in developing reports; maintain a repository for workforce planning practices information and resources; and maintain a "Workforce Planning Guide." Assist agencies in developing and executing recruitment, employee development, and compensation strategies.

AGENCY RESPONSIBILITY

Assess agency workforce requirements and develop plan outlining issues and options for addressing needs. The plan may be included as a part of the agency's strategic plan or it may be issued as a separate plan. A copy of the plan should be submitted to DHRM; updates should be provided as necessary.

Assemble and analyze appropriate data reports; monitor progress; and revise plans as necessary.

**WORKFORCE
PLAN
COMPONENTS**

Workforce plans should be updated at least annually and should include the following:

- staffing needs assessment;
- business plan requirements;
- workforce composition and demographics;
- skills gap analysis;
- identification of skills needed and those no longer needed;
- assessment of training and development needs and resources;
- assessment of recruiting needs and resources;
- evaluation; and
- action plans.

AUTHORITY

The Department of Human Resource Management issues this policy pursuant to the authority provided in Va. Code Chapter 12, Title 2.2.

INTERPRETATION

The Director of the Department of Human Resource Management is responsible for official interpretation of this policy, in accordance with Va. Code § 2.2-1201.

Questions regarding the application of this policy should be directed to the Department of Human Resource Management's Office of Agency Human Resource Services.

The Department of Human Resource Management reserves the right to revise or eliminate this policy at any time.

**RELATED
POLICIES**

1.40, Performance Planning and Evaluation
2.10, Hiring
2.20, Types of Employment
3.05, Compensation
5.05, Employee Training and Development
